Ministry of
Sustainable Resource
Management

2002/03
Annual Service Plan Report

BRITISH
COLUMBIA

National Library of Canada Cataloguing in Publication Data
British Columbia. Ministry of Sustainable Resource Management.
Annual service plan report. — 2002/2003 –

Annual.
Also available on the Internet.
Report year ends Mar. 31.
Continues: British Columbia. Ministry of Sustainable Resource Management. Annual report. ISSN 1703-3446.
ISSN 1708-0371 = Annual service plan report – British Columbia. Ministry of Sustainable Resource Management.

1. British Columbia. Ministry of Sustainable Resource Management – Periodicals. 2. Environmental policy – British Columbia – Periodicals. 3. Sustainable development – British Columbia – Periodicals. 4. Land use – Government policy – British Columbia – Periodicals. I. Title. II. Title: Ministry of Sustainable Resource Management annual service plan report.

HD75.6.B7B74 354.3'33'0971105 C2003-960143-9

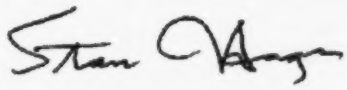
For more information on the British Columbia
Ministry of Sustainable Resource Management
visit our Web site at
www.gov.bc.ca/srm

Published by the Ministry of Sustainable Resource Management

103-06481/

Accountability Statement

The 2002/03 Ministry of Sustainable Resource Management Annual Service Plan Report was prepared under my direction and in accordance with the *Budget Transparency and Accountability Act*. This report compares the actual results to the expected results identified in the ministry's 2002/03 Service Plan. I am accountable for the ministry's results and the basis on which they have been reported.



Honourable Stan Hagen
Minister of Sustainable Resource Management

May 29, 2003

BRITISH COLUMBIA

Ministry of Sustainable Resource Management

The creation of the Ministry of Sustainable Resource Management is one of the many steps our government has taken to hasten the revitalization of British Columbia. I am pleased to say, two years later, that we have taken large strides to encourage economic development and ensure the sustainability of natural resources while protecting and promoting a healthy environment.

As the main provincial agency responsible for land-use planning, we have been entrusted to strike a balance between growth and environmental integrity while ensuring British Columbia gets the maximum value from its publicly held natural resources.

We are working towards five steps to certainty to build access to the land base, First Nations consultation and accommodation, tenure certainty, an improved business climate and access to markets and investment.

There needs to be ready access to Crown lands with no major land-use conflicts. The Land and Resource Management Plans we have in place and are working on will bring certainty in this area, as will the Working Forest initiative.

Consultation and accommodation of First Nations is also a vital component and we are working hard to engage the First Nations groups of this province in dialogue. We already have numerous planning agreements and economic measures in place with First Nations.

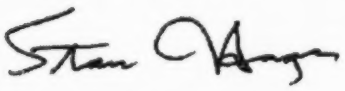
We're also working to ensure market security for British Columbia products. Investors want to know they can access markets financially while meeting environmental stewardship standards.

And security of tenure is also a must if we are to attract investment dollars to British Columbia. We are working to ensure that investors are given timely responses to Crown land and water applications and we're taking measures to avoid conflicts.

These steps, tied in with other initiatives such as deregulation, tax relief, revenue sharing and more rapid service response times are critical if we are to be successful in encouraging investment, achieving sustainability and making British Columbia a world-class performer.

I am pleased and proud to present my ministry's second annual report, which sets out the progress we have made in finding a balance between development and conservation to help deliver investment and jobs while preserving key environmental values in this great province of British Columbia.

Many residents of this province I meet while I travel are excited about the prospect of managing our vast resources in a manner that assures a vibrant provincial economy that will sustain the social and environmental values we all hold so dear. I share their enthusiasm and look forward to continuing with the plans we have for a sustainable future.



Honourable Stan Hagen
Minister of Sustainable Resource Management

TABLE OF CONTENTS

Accountability Statement III

Message from the Minister V

Year-at-a-Glance Highlights 3

Ministry Role and Services 7

Ministry Goals and Core Business Areas 18

Performance Reporting 20

Goals, Objectives and Performance Reporting 22

Report on Resources 39

Appendix A — Glossary of Distinct Ministry Terms and Acronyms Used 46

Appendix B — Legislation Administered by the Ministry 48

Appendix C — Regional Offices/Contacts 50

Appendix D — Organizational Structure — March 2003 52

Year-at-a-Glance Highlights

In its second year of existence, the ministry continued to develop its leadership role across government and to the public and private sectors on the sustainable economic development of British Columbia's land and resources. Significant events and key achievements of the year that further ministry and government goals include:

Sustainability Framework

- A set of 10 governance principles for sustainability was approved by Cabinet in May 2002 for stakeholder consultation. Revised principles are expected to be reviewed by Cabinet during the consideration of the Working Forest policy.

Land and Resource-Use Planning

- Phase 1 of the Besa-Prophet pre-tenure plan was approved allowing for exploration of natural gas reserves worth an estimated $2 billion in the area south of Fort Nelson.
- Significant progress has been made towards completion of Land and Resource Management Plans (LRMPs) for the Central Coast, North Coast, Morice and Sea-to-Sky regions.
- A framework agreement has been signed with the Haida Nation covering the conduct of the Haida Gwaii/Queen Charlotte Islands LRMP. Work has commenced and is scheduled for completion by June 2004.
- Two coastal plans have been approved following consultation (North Island Straits and Baynes Sound). Each plan should reduce conflict over competing uses, create new partnerships and working relationships with local governments and increase investment and job opportunities.
- A discussion paper on the proposed Working Forest policy was released in January 2003. Public review and consultations concluded April 30, 2003. The proposal called for designating all Crown forested land in the province that is outside of protected areas and parks — about 45 million hectares, or 48 per cent of BC — as Working Forest. The designation would permit a broad range of uses including tourism, mining, ranching and recreation, while maintaining key environmental values to sustain the province's biodiversity.
- The Kootenay-Boundary Higher Level Plan was revised to maintain the continued viability of the region's forest sector.
- The Southern Rocky Mountains Sustainable Resource Management Plan has been completed and is now subject to consultation.
- A number of landscape level and sub-regional land-use plans have been completed which will allow the integration of resource-based tourism and recreation with existing resource

industries, particularly forestry. For example, the Eight Peaks plan integrates back-country skiing with forestry in the Blue River area, while in the Cariboo region the Gold Rush Trail has been established for snowmobiles.

Heartlands Economic Development Strategies

- In accordance with the government's heartlands economic strategy, the ministry worked with relevant ministries to produce Crown land and resource access strategies for the minerals, oil and gas, and agriculture sectors aimed at fostering growth in these sectors.
- Five Tourism Opportunity Studies (TOS) were completed (Okanagan, Salmon Arm, Kamloops, Bonnington and Southern Rockies). TOS are information tools that will be used to identify, develop and promote appropriate, sustainable tourism development opportunities. (For TOS information, visit http://srmwww.gov.bc.ca/dss/initiatives/tourism/tos/index.htm. For information on the Kamloops TOS, visit: http://www.venturekamloops.com/ecdevlibrary/tourism.htm.)

Land and Resource Information Integration

- Land Information BC has been launched as the vehicle for delivering integrated, science-based land, resource and geographic information to make possible informed decision-making by clients. This information will support economic development, sustainability of natural resources, and protection and promotion of a healthy environment.
- Access to information is being improved through development of systems designed to integrate and better deliver resource data. Fifteen integrated provincial data sets are now available through the data warehouse. Design and development of an electronic filing system (EFS) is well underway at Land Title Branch. As of March 31, 2003, the detailed design of the EFS system was completed and had progressed to production phase.
- A 5% reduction was achieved over the year in the number of corporate resource information systems across the provincial government. The target is a 30% reduction by the end of fiscal 2004/05.
- The Integrated Registries Project business case and business plan have been completed.

Partnerships

- Efforts to develop partnerships with industry, academia and the non-profit sector during the year led to estimated annual benefits of $6 million in cost recoveries, cost reductions and cost avoidance.

Pricing Policies

- Fee proposals were approved by Cabinet concerning land and water management programs, the Property Assessment Appeal Board, e-filing of land title documents and miscellaneous fees. All adhere to the government's key criteria of simplicity, improved cost recovery, consolidation and competitiveness. They will produce a small increase in fee revenue of approximately $1.2 million while supporting administrative improvements to provide greater efficiency and services to clients.

First Nations Issues

- A Provincial Policy for Consultation with First Nations was approved and implemented.
- The ministry has successfully negotiated over 90 protocol and other agreements with First Nations on economic development, land-use and resource management planning, data exchange and other matters, which will encourage investment and assist rural community development.

Performance-Based Regulation and Deregulation

- Legislative and policy changes developed and approved early in the year are leading to improved certainty of land access and tenure. Amendments to the *Land Surveyors Act* are an example. They involve a shift to a performance-based approach putting more reliance on accredited land surveyors, which is increasing the speed of land and tenure transactions while reducing the total cost to government.
- There has been a 12% reduction in the regulatory requirements administered by the ministry.
- Ministry assistance with the simplification of procedures and policy manuals of BC Assessment and Land and Water British Columbia Inc. (LWBC) has made application procedures for clients to these agencies more straightforward, contributing to a shortening of processing times and reduced costs.

Contaminated Sites

- As the designated provincial owner of Crown land and water, the ministry responded to the Auditor General's Report on Managing Contaminated Sites on Provincial Lands and also established the Crown Contaminated Sites Program.

Effective and Efficient Delivery of the Ministry's Services

- The Land Title Branch saw a 17% increase in the number of applications received and processed and a 13% increase in the number of all plans received and processed. In addition, branch revenue rose by 6% and the amount of property transfer tax collected increased by 30%. Operating costs were reduced by 16%.
- The number of distinct Internet users increased by 108% while the number of Internet pages requested grew by 155%. The number of intranet users increased by 33%.
- A shared service model for corporate services delivery (CSD) was successfully implemented with six client partners. It involved negotiated service level agreements, a partnership board and a ministry client satisfaction survey. The ministry was the first in the provincial government to accomplish this.
- Overall ministry operating expenditures were reduced by 4% compared to 2001/02.

Ministry Role and Services

Ministry Vision

A vibrant economy supporting the social and environmental values of British Columbians.

Mission

To provide provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources[1].

The Ministry of Sustainable Resource Management (MSRM) is the lead provincial agency responsible for strategic policies and plans concerning sustainable management of Crown land and water use, pricing, registration of private land titles and other tenures, strategic policies concerning property assessment and the provision of information concerning all natural resources. The ministry administers key legislation such as the *Land Act*, the *Water Act* and the *Land Title Act*.

Governance principles for sustainable resource management

The ministry is committed to the following sustainability principles to guide its activities and delivery of public services. These principles, and their wider application across government, will be reviewed as they are applied to key policy initiatives led by the ministry.

Accountability — Setting performance-based standards and indicators and implementing mechanisms for compliance, auditing and reporting on progress towards sustainable resource management. An effective enforcement regime is a key part of accountability.

Certainty — Making timely and clear resource management decisions within a predictable and understandable regulatory framework.

Competitiveness — Ensuring that British Columbia remains internationally competitive by removing barriers to investment and promoting open trade.

Continual improvement — Learning from the past and looking for new and improved approaches to resource management.

[1] This mission statement, taken from the ministry's 2003/04 - 2005/06 Service Plan, is a slight enhancement to that stated in the 2002/03 - 2004/05 Service Plan and clarifies the methods by which the ministry supports sustainable economic development.

Efficiency — Maximizing the net benefits arising from the allocation, development and use of natural resources.

Innovation — Encouraging innovative approaches, technologies and skills to ensure the sustainability of natural resources.

Integration — Ensuring that resource management decisions integrate economic, environmental and social considerations for the benefit of present and future generations.

Science-based decision-making — Making justifiable decisions informed by science-based information and risk assessment.

Shared responsibility — Encouraging co-operation among First Nations; federal, provincial and local governments; industry and non-governmental organizations in developing and implementing resource management policies.

Transparency — Establishing open and understandable decision-making processes including consulting with key interests prior to making decisions. Transparency also includes the public release of monitoring and compliance records, and tracking of sustainability indicators.

Organizational Values

The ministry is committed to the following values regarding organization and staff behaviour:

- professional and high-quality client service;
- respect for the opinions and values of others, treating each other and those we serve with fairness, dignity and compassion;
- excellence as responsible stewards of the environment;
- a diverse workforce that is welcoming and inclusive;
- the highest standards of dedication, trust, cooperation, pride and courtesy;
- teamwork to support each other and work together across divisional and geographical boundaries;
- balancing personal and workplace expectations;
- communicating our expectations and decisions while being receptive to ideas regardless of origin; and
- leadership and responsive management in a changing environment.

Ministry Overview

Services

Four broad, interrelated types of services are provided to clients. The ministry:

- Identifies opportunities for the sustainable economic development of natural resources and guides the priorities of other provincial agencies while maintaining key environmental values.
- Develops resource-management plans, including land-use and resource-sector planning, that capitalize on economic development opportunities identified by the private sector, other agencies and the ministry.
- Provides efficient and effective collection, storage, access to and analysis of registry, resource and geographic information for the management of natural resources.
- Develops strategic policies and legislation that are consistent with the government's strategic plan to guide the allocation and pricing of natural resources and related information.

The ministry is also committed to organizational excellence and provides corporate support services, including administrative, financial and human resource management, to its staff.

Clients

The ministry's principal clients include related provincial government ministries and corporations, federal and local governments, First Nations, resource businesses and non-profit organizations. The results of its land and resource planning and policies are largely implemented through other ministries and agencies such as Land and Water British Columbia Inc. (LWBC). By contrast, the ministry's integrated registries, resource and geographic information and business services are used directly by both private and public clients.

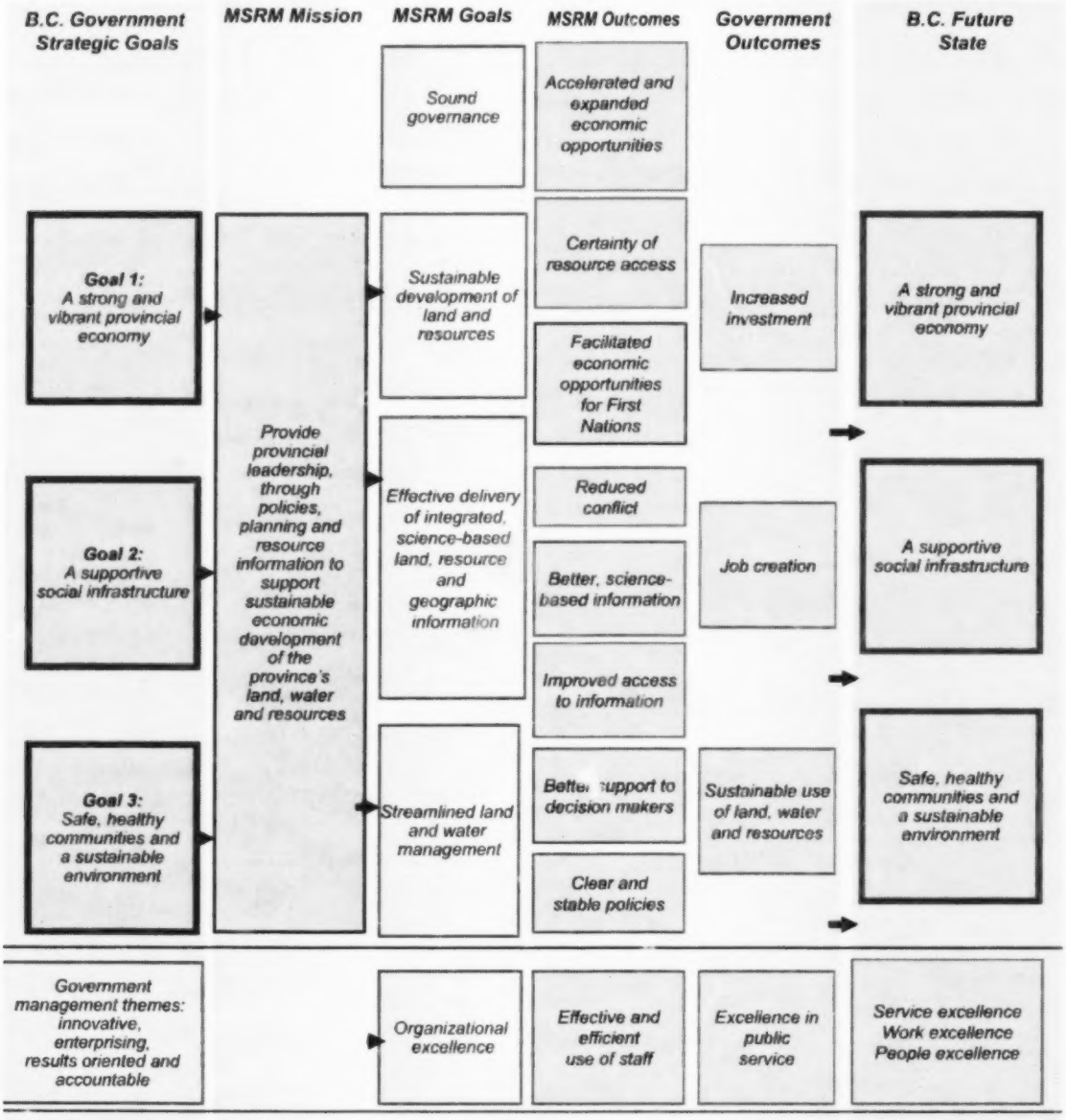
Primary resource clients cover six major industry sectors: forestry; tourism; mining; oil, gas and energy extraction; agriculture and aquaculture. These sectors directly account for about 17 per cent of British Columbia's gross domestic product (GDP)[2].

The ministry also impacts other industry sectors to a lesser degree. These include telecommunications, real estate and transportation. Together, primary and secondary clients directly account for 32 per cent of the provincial GDP.

---

[2] Calculated from BC Stats and Stats Can, "Industry Account-NAICS Aggregations, 2001 GDP by Industry (1997 dollars)", obtained Nov. 27, 2002; and BC Stats and Stats Can, "Industry Account – Special Aggregations, 1999 GDP by Activity, (current dollars) – Tourism", obtained Nov. 4, 2002.

MSRM: From Government Vision to Future Reality for B.C.


B.C. Government Strategic Goals
MSRM Mission
MSRM Goals
MSRM Outcomes
Government Outcomes
B.C. Future State
Sound governance
Accelerated and expanded economic opportunities
Goal 1: A strong and vibrant provincial economy
Sustainable development of land and resources
Certainty of resource access
Facilitated economic opportunities for First Nations
Increased investment
A strong and vibrant provincial economy
Goal 2: A supportive social infrastructure
Provide provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources
Effective delivery of integrated, science-based land, resource and geographic information
Reduced conflict
Better, science-based information
Improved access to information
Job creation
A supportive social infrastructure
Goal 3: Safe, healthy communities and a sustainable environment
Streamlined land and water management
Better support to decision makers
Clear and stable policies
Sustainable use of land, water and resources
Safe, healthy communities and a sustainable environment
Government management themes: innovative, enterprising, results oriented and accountable
Organizational excellence
Effective and efficient use of staff
Excellence in public service
Service excellence
Work excellence
People excellence

B.C. Government Vision

British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.

Figure 1. The ministry's goals and outcomes in relation to the government's strategic plan

MSRM: From Government Vision to Future Reality for B.C.

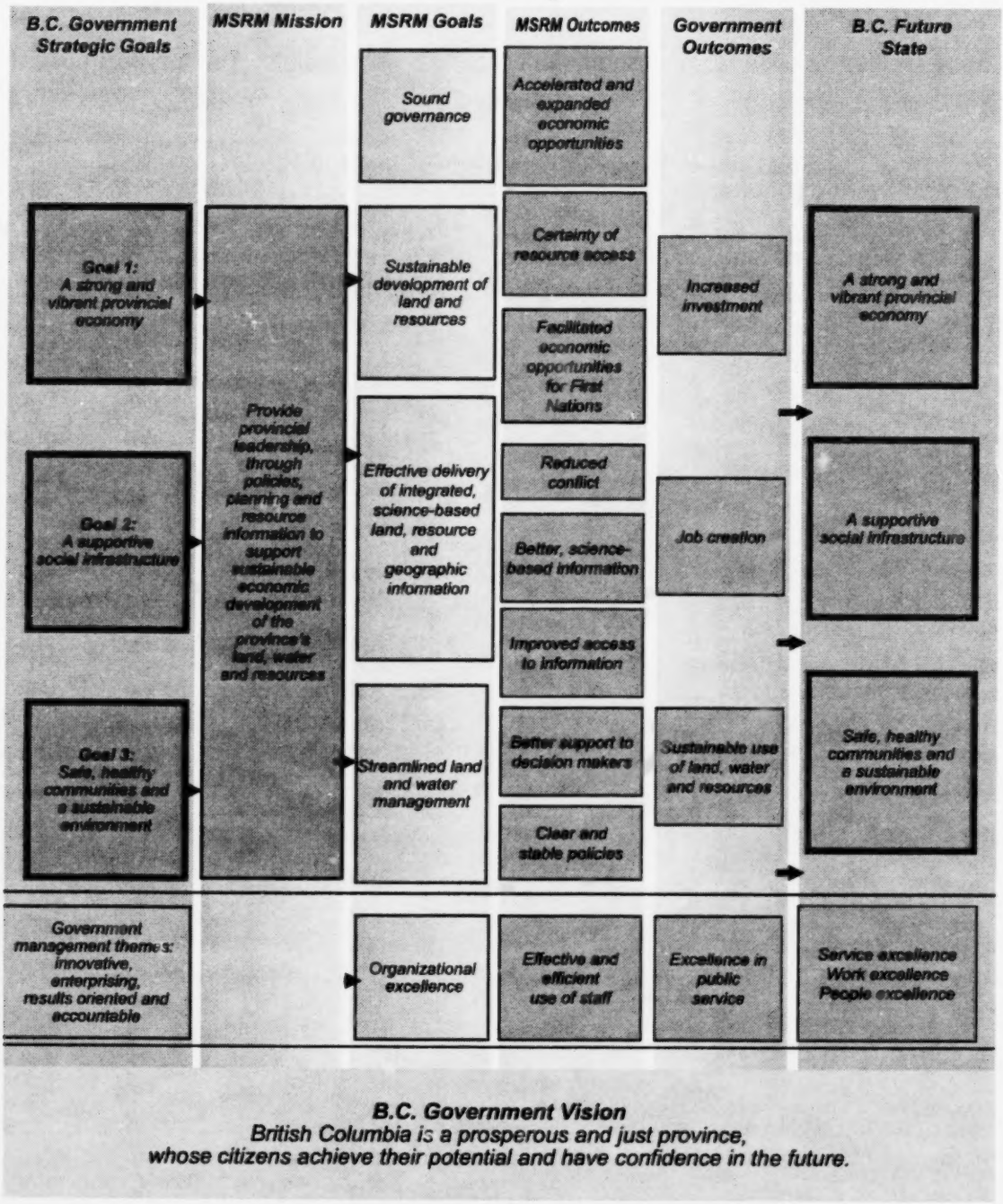

B.C. Government Strategic Goals
MSRM Mission
MSRM Goals
MSRM Outcomes
Government Outcomes
B.C. Future State
Goal 1: A strong and vibrant provincial economy
Goal 2: A supportive social infrastructure
Goal 3: Safe, healthy communities and a sustainable environment
Provide provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources
Sound governance
Sustainable development of land and resources
Effective delivery of integrated, science-based land, resource and geographic information
Streamlined land and water management
Accelerated and expanded economic opportunities
Certainty of resource access
Facilitated economic opportunities for First Nations
Reduced conflict
Better, science-based information
Improved access to information
Better support to decision makers
Clear and stable policies
Increased investment
Job creation
Sustainable use of land, water and resources
A strong and vibrant provincial economy
A supportive social infrastructure
Safe, healthy communities and a sustainable environment
Government management themes: innovative, enterprising, results oriented and accountable
Organizational excellence
Effective and efficient use of staff
Excellence in public service
Service excellence
Work excellence
People excellence
B.C. Government Vision
British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.

Figure 1. The ministry's goals and outcomes in relation to the government's strategic plan

As the BC Progress Board pointed out in its recent report on the economic state of rural British Columbia[3], the revitalization of land-based industries will be one of the critical determinants of the future of rural communities across the province. Under the government's heartlands strategy aimed at this issue, providing secure access to natural resources through land and resource management plans, making timely decisions, ensuring a competitive regulatory process, providing consistent principles for aboriginal consultations and facilitating business-aboriginal partnerships will have a major influence on rural revitalization and achieving government growth targets. The ministry has an important role in implementing each of these policy initiatives.

Outcomes

As shown in Figure 1, the ministry's functions and services aim at delivering outcomes that support the government's strategic goals and achieving many of the reforms advocated by the BC Progress Board. The emphasis is on promoting economic development, revitalizing investment and creating jobs while maintaining key environmental values.

Ministry Operating Context

A number of factors affected the focus, scope and delivery methods of the ministry's services during the year, including:

- Sluggish economic recovery in US and Asian markets for several major BC resource-based industries. The emphasis industry and government place on certainty of access to Crown-owned resources as a driver for economic growth has increased markedly. Industry's partnering capacity has been reduced.
- Recent court decisions which have led to new requirements for consultation with First Nations on asserted-but-unproven aboriginal rights and title, and for accommodation, where appropriate. Timelines for completion of a number of Land and Resource Management Plans (LRMPs) and other types of plans have been extended to allow for more effective consultations. Additional resources have been devoted to developing various policies, agreements and tools to meet these requirements and increased government priorities.
- Environmental issues involving such areas as contaminated sites and the working forest. The ministry has taken the lead in developing government-wide policies that will guide management plans for contaminated sites on provincial lands. Greater than anticipated public interest in the Working Forest project resulted in an extension to the public review and comment period, delaying original timelines.

Internal considerations, such as the reorganization of resource data, overall restructuring and the sheer complexity of issues have led to a recognition it will take more time and resources than initially anticipated to properly complete some ministry work.

[3] BC Progress Board, "Restoring British Columbia's Economic Heartland: Report of the Project 250: Regional Economies Panel to the BC Progress Board", Dec. 12, 2002.

Strategic Shifts and Significant Changes in Policy Direction

Major shifts in the external environment affected both the natural-resource sector and the ministry itself. In addition, government's new strategic plan calls for increased emphasis on promoting economic development, revitalizing investment, creating jobs and working with First Nations, while maintaining key environmental values. The ministry also has significant internal challenges and opportunities.

To respond to these challenges, meet government's overall goals and new directions and remain within budget, the ministry began several broad changes during the year, including:

- Substantially revising its Service Plan and ministry organizational structure to accelerate access to Crown resources to support sustainable economic development.
- Negotiating protocol agreements with First Nations to expedite agreements on economic development and land-use planning (Sea-to-Sky, Lillooet, Central/North Coast, Haida Gwaii/Queen Charlotte Islands, and Morice LRMPs[4]). This will provide more certainty and access to Crown resources, meet new legal tests for consultation and, where appropriate, accommodate First Nations interests. In turn, investment will be encouraged and rural community development assisted.

Key strategies

Six key strategies have been developed in collaboration with other natural resource ministries. Most of these span several ministry goals and divisions and are supported by strategies specified in the 2003/04 – 2005/06 Service Plan as well as in the Performance Reporting section. The strategies are to:

1. Develop a sustainable resource management framework for working forests, protected areas, mining, and oil and gas development through application of sustainability principles.
2. Establish landscape objectives[5] to increase access to timber while maintaining biodiversity and provide direction for forest- and range-stewardship plans required by the results-based Forests Practices Code.
3. Expedite resource-based tourism opportunities in rural British Columbia by coordinating activities in Land and Water British Columbia Inc. (LWBC), the Ministry of Forests (MOF), the Ministry of Water, Land and Air Protection (MWLAP) and Tourism BC.
4. Support mining, and oil and gas development in the Muskwa-Kechika and other land-use plans.
5. Establish government-client teams in each region to identify resource-development opportunities supported by resource-use plans and information.

[4] http://srmwww.gov.bc.ca/rmd/lrmp/index.htm
[5] http://srmwww.gov.bc.ca/rmd/offices/landscape-watershed/glossary/L.HTM#lo

6. Complete the Central Coast Strategy[6] to provide economic opportunities for First Nations and resource-based opportunities through ecosystem-based management[7] for forestry and other resource users that will meet market requirements and revitalize the central coastal economy.

The ministry will maintain focus on a number of other major strategies, all of which are integral to or part of *New Era* commitments, including registries integration, e-filing for land title documents, and data standards and access regarding resource information.

In order to meet these shifts in priorities and timelines, the ministry has begun to change the delivery of a number of strategies listed in its 2002/03 – 2004/05 Service Plan.

- Private sector partnerships and transition strategies for a number of information services will be identified.
- Time frames for activities and results on the BC Trust for Public Lands, land-use plan monitoring and the Archaeological Sites Awareness program implementation have been extended.
- The ministry supported the change in the revenue structure of LWBC, including its independence from the ministry beginning in 2003/04.

New initiatives are being undertaken, including development of a stronger client focus and improved consultation, coordination and priority setting with provincial ministries and agencies. These entities are major clients for ministry services and at a time of reduced resources and service capabilities, it is important to ensure resources are devoted to the most effective and efficient ends. The ministry has therefore begun the process of negotiating service-level agreements with all major clients.

As a consequence of these 2003/04 – 2005/06 Service Plan changes, a number of strategies, performance measures and targets in the 2002/03 plan were amended. Details are in the Performance Reporting section.

[6] http://srmwww.gov.bc.ca/rmd/coaststrategy/index.htm
[7] http://srmwww.gov.bc.ca/rmd/offices/landscape-watershed/glossary/E.HTM#ebm

Update On *New Era* Commitments

Government Strategic Direction	Progress
***New Era* Commitment**	
1. Eliminate backlog and delays in Crown land applications.	**Achieved.** Land application backlog has been eliminated. The application process has been redesigned and simplified to achieve a 50% reduction in process time. (See Land and Water British Columbia Inc. (LWBC) 2002/03 Annual Service Plan Report for further details).
2. Provide faster approvals and greater access to Crown land and resources to protect and create jobs in tourism, mining, farming, ranching, oil and gas production.	**Achieved.** 90% of new land applications are being processed within 140 days or less. The land and water application process has been redesigned and integrated. Standardized business rules have been implemented across all regions. (See LWBC 2002/03 Annual Service Plan Report).
3. Make the Land Commission more regionally responsive to community needs.	**Achieved.** Regional decisions are being made by regionally based panels. (See Agricultural Land Commission 2002/03 Annual Report).
4. Establish a working forest land base to provide greater stability for working families and to enhance long-term forestry management and planning.	**On track.** Initial policy development work was essentially completed with the January 2003 release of a discussion paper on the proposed Working Forest. Comments from the public have been received and discussions held with some First Nations and stakeholders. Confirmation of government's Working Forest policy will follow, along with enabling legislation at the end of 2003, and designation effective spring 2004.

Government Strategic Direction	Progress
***New Era* Commitment**	
5. Adopt a scientifically based, principled approach to environmental management that ensures sustainability, accountability and responsibility.	**On track.** A set of 10 governance principles for sustainability was approved by Cabinet in May 2002 for stakeholder consultation. The revised principles are expected to be considered by Cabinet in the context of the Working Forest initiative. The Coast Information Team produced a draft Planning Handbook and Science Compendium to support ecosystem-based management in coastal BC. These reports will be revised in 2003/04 to produce a final product for implementation. Land Information BC has been initiated with partner ministries. Five service-level agreements are under development with client agencies to provide access, products and services around a land and resource information base that is of high quality, timely, integrated, science-based and geographically referenced.
6. Give property buyers more information about prospective properties by ensuring that notices of known archaeological sites must be registered with the Land Title Office.	**Delayed.** The Archaeological Site Awareness Project is on hold until 2005. Information about known archaeological sites is still compiled and available through Ministry of Sustainable Resource Management (MSRM), Archaeology and Registry Services Branch.
7. Deregulation — immediately identify good opportunities to eliminate unnecessary and costly regulations.	**On track.** The ministry is on schedule to achieve the targeted reductions in regulatory requirements. (See Performance Reporting section).
8. Create a BC Trust for Public Lands to encourage and facilitate the expansion of public lands through private donations.	**On track.** A consultant's report is under review by the ministry, Ministry of Water, Land and Air Protection (MWLAP) and the Ministry of Community, Aboriginal and Women's Services (MCAWS).
Key Projects	
1. Build a structure for the ministry and prepare a business plan to implement the objectives of the government in this area.	**Achieved.** Ministry fully operational. The ministry's submission to the Core Services Review and Cabinet in the fall of 2001, as well as its two service plans published since, articulates the ministry's goals, objectives, strategies, performance measures and targets to achieve the government's objectives.

Government Strategic Direction	Progress
Key Projects	
2. Review the status of existing land-use plans and current land-use planning processes and develop a strategy to conclude province-wide land-use plans in a manner which is expeditious and balanced and results in plans which can be implemented on the ground without significant delays.	**Delayed.** A revised timetable for completion of LRMPs has been approved, and work on the plans is proceeding. A new Sustainable Resource Management Planning process has been developed which is consultative, opportunity-focused and faster to complete.
3. Develop a plan to resolve land and water use conflicts between ministries and external interests.	**On track.** The ministry's water planning team has formed an inter-agency group with representation from MWALP, MCAWS and the ministries of Forests, Health and Agriculture, Food and Fisheries to exchange information, identify issues and develop strategies. The ministry is also resolving conflicting tenures of other resource agencies that delay economic development.
4. Reduce the backlog in applications.	**Achieved.** A 93% reduction has been achieved in water licence backlog. (See LWBC 2002/03 Annual Service Plan Report).
5. With the Ministry of Water, Land and Air Protection, develop a program to implement the Living Rivers Strategy.	**On track.** MWLAP is leading the implementation of this strategy. In support, MSRM has completed a review of the watershed-based fish sustainability planning process.
6. Rationalize the numerous land and resource inventory information systems to create a central source of integrated information that can be accessed by users both within and outside government.	**On track.** Currently have reduced the number of corporate systems by 5%. Fifteen provincial data sets have been loaded into to the Land and Resource Data Warehouse. Land Information BC has been initiated to provide fast, easy access to integrated land and resource information.
7. Create a central registry for all tenures and other legal encumbrances on Crown land and resources.	**On track.** The overall project is on track for completion by March 31, 2007. A business case has been completed for the Integrated Registries sub-project. This project is designed to create a central registry for all tenure and legal encumbrance information. The Data Assessment sub-project is also complete.
8. Optimize the financial return from the use of Crown land and water resources consistent with province's land-use and water policy objectives.	**On track.** A $54 million dividend was provided by LWBC to government in fiscal 2002. LWBC is on target to earn $79 million in revenue this fiscal year.

Government Strategic Direction	Progress
Key Projects	
9. Examine the feasibility of establishing a 20-year plan for infrastructure rights-of-way.	**On track.** The ministry and LWBC worked with Ministry of Transportation to complete a revised policy for fees related to infrastructure rights-of-way for digital cable.
10. Within 18 months, develop a working forest land base on Crown land for enhanced forestry operations, accompanied by effective and streamlined approval processes for forest operations in those zones.	**On track.** See *New Era* Commitment #4.

Ministry Goals and Core Business Areas

Goals

The ministry pursued five goals in 2002/03 towards fulfillment of its mission and vision. The ministry's external services were provided through Goals 1, 2, 3 and 4. Goal 5 (organizational excellence) supports and ties together the first four goals. The Performance Reporting section provides details on progress made towards achievement of each goal.[8]

Goal 1: Sound governance

Principles, policies and legislation to guide sustainable resource management

Goal 2: Sustainable development of land and resources

Resource-based economic development through timely and certain access to land and resources, based on strategic land-use and coastal planning

Goal 3: Effective delivery of integrated, science-based land, resource and geographic information

Timely, well-informed land- and resource-use decisions by the public and private sectors, supported by improved quality of, and access to, integrated registries and resource information

Goal 4: Streamlined land and water management

Fair, efficient and timely allocation of land and water resources

Goal 5: Organizational excellence

An organization that encourages efficiency, innovation, responsiveness, accountability and clear communications in delivering services for the public

---

[8] These goals have been changed and re-ordered in the 2003/04 – 2005/06 Service Plan to meet government's greater focus on economic growth and job creation, the legal obligation for meaningful consultations with First Nations and the changed financial accountabilities of Land and Water British Columbia Inc. (LWBC). Goal 2 is now Goal 1; Goal 3 is now Goal 2; Goal 1 is now Goal 3; and Goal 5 is now Goal 4. In addition, the new Goal 1 has been refocused with more emphasis on economic development, including First Nations participation. Goal 4 has been dropped because as of April 1, 2003, LWBC has full responsibility to deliver those objectives and strategies

Core business areas

The ministry had five core businesses in 2002/03 based on the sub-votes in the *Estimates*. Table 1 sets out the relationship of these to the ministry's goals and organizational structure.

The first four core businesses were the responsibility of ministry divisions. Land and water management was delivered by Land and Water British Columbia Inc. (LWBC) on the ministry's behalf. Another sub-vote is the responsibility of the Agricultural Land Commission, which has reported under its own Annual Service Plan Report. The first two core businesses, land-use planning and land and resource information, accounted for 76% of the ministry's business.

Core Business (and Sub-Vote)	Goals Served	MSRM Division or Other Agency	Proportion of Ministry
Strategic Land-Use Planning	2, 5	Resource Management Division (RMD)	24%
Integrated Land and Resource Information	3, 5	Land Information Services Division (previously Business and Information Services Division and Resouce Registries Information Division) and RMD (see Organizational chart at back of this report)	52%
Corporate Services	1, 5	Corporate Land and Resource Governance (CLRG; previously Corporate Policy and Planning)	2%
	All Goals	Minister's Office, Deputy Minister's Office and Corporate Services Division (CSD)	13%
Assessment Services[1]	1, 5	CLRG and CSD	< 1%
Sustainable Land and Water Management	4	Land and Water British Columbia Inc.	8%
Agricultural Land Commission (ALC)	See ALC Annual Report	ALC (previously Land Reserve Commission)	NA

[1] This sub-vote was transferred to the ministry in April 2002 from the Ministry of Community, Aboriginal and Women's Services.

The results of the first and third core business are largely delivered to the ministry's ultimate clients — resource-based businesses, First Nations and non-profit organizations — through other ministries and agencies, such as LWBC and the Ministry of Forests. By contrast, the services of the second and fourth core businesses are used directly by both private and public ministry clients.

Performance Reporting

Overview

In the two years since the ministry's creation, good progress has been made in the implementation of performance management. The ministry tracked its performance in 2002/03 through 19 performance measures. These were chosen to be reasonably representative of the ministry's business and the outcomes it seeks to achieve. The number of measures under each goal is broadly in line with the dollars allocated to each goal.

A small number of measures track the intended outcomes of the ministry's activities such as the value of new partnerships. Because of the importance of land- and resource-use plans to investors in Crown resources, milestone measures concerning the completion of these plans are also seen as important outcome measures by the ministry. Most measures relate to the level and quality of service to clients and a number are reflective of stakeholder consultations and organizational capacity of the ministry. As the ministry was created to achieve significant structural changes in areas such as land- and resource-use planning and the delivery of resource information, approximately one-third of the ministry's major performance measures are of a milestone type. These necessarily change when the projects are completed.

Experience in 2002/03 showed changes in the performance measures were necessary to improve their effectiveness. One measure was amended early in the year because priorities changed. Another was found later in the year to be too difficult to define and track at reasonable cost. A number of other measures listed as "under development" in the 2002/03 Service Plan were found to be focused on the wrong outcome or could not be cost-effectively measured, and so were not pursued. As a result of these shortcomings, as well as the completion of major projects covered by milestone measures, most of the 19 performance measures have been amended in the ministry's 2003/04 Service Plan.

Little readily available baseline data exists because of the ministry's youth and its focus on new ways of doing business. Accordingly, the ministry will be turning to benchmarks from other jurisdictions.

Performance at a Glance

• 12 measures achieved or on target	☑
• 5 measures delayed, below target or result couldn't be tracked cost-effectively	☒
• 2 measures below target but the work consciously reduced in priority	◯
• 19 in total	

Detailed performance reports for each performance measure follow under the goals, objectives and strategies to which they relate. Supporting performance data on outputs and accomplishments are also provided. The performance of subsidiaries is monitored and reported by individual ministry divisions, with the exception of Land and Water British Columbia Inc. (LWBC) and its water planning and allocation responsibilities under Goal 4. LWBC reports on these responsibilities directly to the Minister[9].

In a number of cases outlined under the relevant goal, priorities were altered and strategies implemented to manage risks and capacity opportunities that arose during the year (summarized in the Ministry Operating Context section).

[9] Separate to this issue LWBC takes strategic policy direction on land and water allocation issues from the ministry as provided through a delegation agreement under the *Land Act*.

Goals, Objectives and Performance Reporting

Goal 1: Sound governance

Principles, policies and legislation to guide sustainable resource management

The ministry is striving to produce principles, policies and legislation which are clear, stable and focused on strategic, performance-based regulation; on finding an acceptable balance between development and conservation; and on supporting decision makers in government and business. These are helping to deliver investment and jobs while preserving key environmental values.

Objective 1: A provincial approach to sustainable resource management established and implemented by the government

The ministry made considerable progress in working with other agencies and clients to establish a set of sustainability principles that will be considered by Cabinet in spring 2003. This objective, therefore, is largely accomplished. In addition, the ministry has completed the review of fee applications and is now concentrating on reviewing resource rents.

Planned Strategies

- Develop sustainability principles as part of a sustainable resource management strategy to ensure that the natural resource ministries receive clear policy and direction on the balance among economic, environmental and social objectives.
- Review pricing and tenure allocation policies for land and water, and pricing policies for resource information.

Performance Measures	Targets	Actual	Explanation of Variance
• Sustainable resource management strategy approved by Cabinet	• Approval by end of 2002/03	**Substantially achieved** • Consultation on sustainability principles completed • On target for final review by Cabinet in context of the Working Forest policy by June, 2003	• Final timing of Cabinet submission is at the discretion of the Deputy as it needs to be linked to the completion of consultation on the Working Forest policy.

Accomplishments

- Draft set of sustainability principles approved by Cabinet in May 2002. The ministry then undertook a focused consultation process with industry, First Nations, non-government organizations and government. As part of this, the ministry hosted a "Governance for Sustainability Workshop" in June 2002, and a number of "Policy Talks" with the academic community.
- Cross-government working group on sustainability principles and application models established. The ministry also assisted in preparation of reports by a number of regional sustainability initiatives including the Fraser Basin Council, the Georgia Basin Ecosystem Initiative, the Puget Sound/Georgia Basin International Task Force and the Pacific North West Economic Region.
- Completed pricing policy analyses for land and water application fees. Fee proposals were presented to the Government Caucus Committee on Government Operations, Treasury Board and Cabinet (land and water, Property Assessment Appeal Board, e-filing and miscellaneous fees). Policy and rate analyses are in progress for rental rates and resource information.

Objective 2: First Nations interests considered with respect to Crown land and resource allocation and use

The ministry accomplished its targets under this objective. However, it amended strategies in response to recent court decisions and changing government policies and priorities. In particular, it considerably increased its focus on the development of consultation and accommodation policies and guidelines as well as protocol and other types of agreements to facilitate land-use planning, economic development and data sharing.

Planned Strategies

- Revise, consistent with the referendum results, land and resource mandates for negotiations with First Nations.
- Revise provincial policy for consulting First Nations about Crown land allocation and resource use.

Performance Measures	Targets	Actual	Explanation of Variance
• Land and resource negotiation mandates and consultation policies approved	• Approval by end of 2002/03	**On target** • Provincial policy for consultation with First Nations approved • Specific land and resource mandates as requested by Treaty Negotiations Office (TNO) approved	• Mandate work is driven by the specific need of TNO at the various negotiating tables.

Accomplishments

As part of its planned strategies, the ministry:

- Provided advice and support on corporate consultation issues to support ministry land-use planning and other ministries on operational guidelines for consultations, as well as on specific consultation issues.
- On treaty issues, provided advice and support for the Provincial Referendum on Treaty Principles. It also advised treaty negotiators in the development of interest papers and draft chapters for various treaty tables, including: Tsawwassen, Lheidli T'enneh, Gitanyow, Sliammon and Snuneymuxw.
- Helped negotiate over 90 protocol and other agreements with First Nations on economic development, land-use and resource management planning, data exchange and other matters which will encourage investment and assist rural community development.
- Developed a comprehensive list of agreements between Ministry of Sustainable Resource Management (MSRM) and First Nations, established a process to obtain timely updates and created and maintained a database of agreements.

As under amended strategies noted above, the ministry:

- Considerably increased its role as advisor on consultation and accommodation issues.
- Coordinated development of prototype software that will allow government staff to determine the appropriate First Nation(s) to consult on operational activities, and also to track and provide information on consultation activities with First Nations.

Objective 3: Performance-based regulation and reduced regulatory requirements

The ministry is on schedule in meeting this objective. A new strategy being pursued this year is to develop a cross-government framework for management of contaminated sites on provincial lands. All strategies under this objective will result in clear strategic direction on sustainable Crown land resource development.

Planned Strategies

- Develop principles and guidelines for performance-based regulations in collaboration with resource ministries.
- Move to a ministry regulatory framework that uses performance-based standards.
- Reduce the number of regulatory requirements in ministry legislation.

Performance Measures	Targets	Actual	Explanation of Variance
• Number of regulatory requirements	• One-third reduction in regulatory requirements by end of 2004/05	**On target** • 12.1% reduction (as of March 31, 2003, which is ahead of the internal target for 2002/03 of 11.2%)	• On track to meet 2004/05 target.

Accomplishments

- Improved the certainty of land access and tenure through legislative and policy changes (e.g. achieved *Land Surveyor Act* amendments to support continued certainty of private title).
- Led government's response to the Auditor General's Report on Managing Contaminated Sites on Provincial Lands and established the ministry management program. Further, MSRM headed a cross-ministry study on establishment of a BC Trust for Public Lands.

Goal 1 Resources

Operating expenditures were $2.0 million, 2% of the ministry total.

Goal 2: Sustainable development of land and resources

Resource-based economic development through timely and certain access to land and resources, based on strategic land-use and coastal planning

The ministry contributed to economic development opportunities over the year by working with other ministries, First Nations, local government and other stakeholders to provide provincial, regional and sub-regional guidance in a variety of plans, sector strategies, policies and processes. Such planning helps ensure resource management decisions take into account the needs of communities, the economy and the environment, now and in the future. This planning process will enable the province to increase certainty in resource allocation, attract investment and realize resource-based economic opportunities that will benefit all British Columbians.

Objective 1: Certainty and reduced conflict regarding land and resource use

The ministry had mixed success in achieving its targets under this objective due to external issues. Delays in some of the strategies resulted in increased work to complete them and escalated work on other strategies such as Sustainable Resource Management Plans (SRMPs).

Planned Strategies

- Complete and implement Land and Resource Management Plans (LRMPs) for Central Coast, Morice, North Coast, Haida Gwaii/Queen Charlotte Islands and Sea-to-Sky.
- Complete and implement high-priority landscape plans and high-priority coastal plans.
- Establish working forest land base.
- Make the Land Reserve Commission more regionally responsive to community needs (see ALC annual report).
- Co-ordinate watershed and water-use planning.
- Participate in implementation of the Living Rivers Strategy.

Performance Measures	Targets	Actual	Explanation of Variance
• Specified new LRMPs, which satisfy sustainability principles, completed by target date	• Central Coast LRMP completed by end of 2002/03; North Coast, Haida Gwaii/Queen Charlotte Islands (HG/QCI), Sea-to-Sky and Morice LRMPs completed by end of 2003/04	**Below target** • Minister approved timeline extension December 2003 for Central Coast LRMP so the plan can be informed by Coast Information Team (CIT) products, which have been delayed • North Coast, Morice and Sea-to-Sky plans continue on schedule • HG/QCI LRMP planning framework agreement with Haida signed; March open houses held; Table discussions begin June 2003 with expected completion by fall 2004	• CIT timeline extension warranted by international attention and need for strong science and First Nation consultation/ accommodation HG/ QCI framework delayed by broader First Nation negotiations including the coastal First Nation/LWBC tenure policy; issues now resolved.
• Number of new coastal plans, which satisfy sustainability principles, completed by target dates	• Five coastal plans completed by end of 2002/03; an additional two coastal plans completed by end of 2003/04	**Below target** • Two plans approved (North Island Straits and Baynes Sound) • Five expected to be completed by December 2003 (Kyuquot, Chatham, Quatsino, Cortes and Malaspina) • Work initiated to develop Johnstone-Bute Coastal Plan	• Four delayed (Chatham Sound due to regional resourcing issues; Quatsino due to expansion to involve federal government for producing an integrated plan; Cortes Island and Malaspina due to staffing challenges).

Accomplishments

Land and Resource Management Plans

- Completed and will soon release a revised draft of the Lillooet LRMP.

Sustainable Resource Management Planning

- Released guidelines for this opportunity-focused planning ("Sustainable Resource Management Planning — a Landscape level Strategy for Resource Development"; http://srmwww.gov.bc.ca/rmd.rpts.srmpl.index.htm).
- Initiated or continued a number of SRMPs, including: Eight Peaks, initiated to integrate tourism (backcountry skiing) with forestry in the Blue River area (http://srmwww.gov.bc.ca/sir/lrmp/8peaks/index.html); continued Southern Rocky Mountains plan (http://srmwww.gov.bc.ca/kor/srmmp/srmmp.htm); and initiated Canoe Mountain plan to resolve forestry issue related to new resort development.
- Completed sub-regional planning in Horsefly and Southern Chilcotin (http://srmwww.gov.bc.ca/car/planning/index.html); established Gold Rush Snowmobile Trail in the Cariboo region to reduce conflict and create tourism and recreational opportunities (http://srmwww.gov.bc.ca/rmd/specialprojects/index.htm); and released Sayward Forest plan focusing on biodiversity, forestry and recreation (http://wrmwww.gov.bc.ca/cr/resource_mgmt/srmp/campbell_river/sayward.htm).
- Released the Data Analysis and Reporting Tool to assist in the completion of landscape plans (http://srmwww.gov.vc.ca/dss/initiatives/srmpdart/index.html).

Working forest land base

- Released initial policy proposals for public review and stakeholder consultation. See *New Era* Commitment number 4.

Watershed and water-use planning

- Contributed to the Living Rivers strategy by completing a review of the BC/Canada Watershed-based Fish Sustainability Planning process and preparing a draft report on guidelines for in-stream flow requirements in collaboration with MWLAP (http://www.gov.bc.ca/wlap/).
- Strategy to fund the implementation of water-use plans at BC Hydro facilities approved by Treasury Board. Four water-use plans were received from BC Hydro and are under review by the Comptroller of Water Rights.

Objective 2: Science-based, balanced management of land and resources

In response to government's focus on sustainable economic development, the ministry has altered its strategies under this objective to increase work on the identification of economic development opportunities through land- and resource-use planning. The priority of monitoring land-use plans has been reduced.

Planned Strategies

- Set standards for land- and resource-use planning and monitoring.
- Monitor and improve completed land-use plans.
- Incorporate environmental risk assessment and environmental valuation in land- and resource-use planning.

Performance Measures	Targets	Actual	Explanation of Variance
• Number of land-use plans with new monitoring reports	• Three monitoring reports for land-use plans completed by end of 2002/03; one more by end of 2003/04; total of eight completed by end of 2004/05	**Below target** • None, as very limited work has been undertaken on these reports	**Reduced priority** • To meet government's increased emphasis on economic development, the priority for this work has been reduced.

Accomplishments

- On schedule with the Planning and Land-Use Monitoring System Pilot. A prototype Web portal has been developed and is undergoing initial testing. LRMP objectives are being loaded into this prototype as funding allows.
- Developed the Guiding Principles for Socio-Economic and Environmental Assessment for Land-Use Planning, currently undergoing peer review. Forty "building blocks", designed to model the socio-economic contribution of various sectors, have also been developed and are being peer reviewed.

Objective 3: Stronger and more diversified resource-based local economies

Good progress has been made towards achieving the amended target under this objective. The strategies were changed earlier in the year to focus on development of resource sector strategies through the completion of regional tourism opportunity studies for priority areas.

Planned Strategies

- Assist in the development of resource sector strategies to identify economic development opportunities.
- *Original Strategy*. Participate with regional groups to identify local economic development opportunities, establish priorities, implement development projects, monitor and report against targets.
- *Amended Strategy*. Complete regional tourism opportunity studies (TOS) for priority areas.

Performance Measures	Targets	Actual	Explanation of Variance
Original PM • Approved summary of regional economic development opportunities for each region	• Three regions by end of 2002/03; all six regions by end of 2003/04	• None	• The strategies and performance measure under this objective have been amended to that immediately below.
Amended PM • Number of tourism opportunity studies (TOS) completed	**Amended Target** • Six TOS completed by end of 2002/03	**Substantially achieved** • 5 TOS completed (Okanagan, Salmon Arm, Kamloops, Bonnington and Southern Rockies)	• TOS for Lake Kookanusa and Lake Revelstoke delayed due to budget pressures.

Accomplishments

- Completed sector strategies for the mineral, oil and gas, and agriculture sectors.
- Completed Tourism Opportunity Studies evaluation, revised methodology and finalized new TOS guidelines.
- Focus is shifting to opportunity-based land-use plans as a means to assist sustainable economic development.

Goal 2 Resources

Operating expenditures were $31.7 million, 26% of the ministry total.

Goal 3: Effective delivery of integrated, science-based land, resource and geographic information

Achievement of this goal will result in timely, well-informed land and resource-use decisions by the public and private sectors. This in turn should improve the identification of investment opportunities and lower costs to the private sector and government. The ministry has a lead role in providing such services.

Objective 1: Accurate, relevant, cost-effective and timely land and resource data and information

The desired outcomes were largely accomplished although not reflected in the performance measures. Regarding the first performance measure, the strategies were designed to better integrate land and resource data for ease in use and data quality is being achieved as a by-product. Strategies and performance measures have shifted to place more emphasis on client business needs and to improve methods of integrating data systems.

Planned Strategies

- Establish common data and information standards.
- Consolidate registry and resource information processes and applications.
- Work with clients to define information needs.
- Work with clients and partners to provide analysis and interpretation of land and resource information, and build their capacity to analyze and interpret data.

Performance Measures	Targets	Actual	Explanation of Variance
• Percentage of data sets that meet quality assurance standard	• 75% by end of 2002/03; 85% by end of 2004/05	**Measure replaced** • Most of the major resource data sets that the ministry collects and houses conform to Resources Inventory Standards Committee standards	• It has not been possible to define and track this measure cost-effectively. • It has been replaced in the 2003/04 – 2005/06 Service Plan with two measures concerning systems integration and client satisfaction.
• Per cent reduction in number of corporate systems brought into the ministry (2001/02)	• 30% reduction in corporate systems by end of 2004/05	**Below target** • Systems inventory complete. Currently have achieved reduction of 5% of systems	• Rather than deleting many of these systems, the ministry is obtaining efficiencies by integrating and improving the performance of these systems. • It has been replaced in the 2003/04 – 2005/06 Service Plan.
• Per cent reduction in ministry costs of registries, land titles, resource inventories and base mapping	• Cost reductions relative to 2001/02: 5% by end of 2002/03, 15% by end of 2003/04, 30% by end of 2004/05	**On target** • 10% cost reduction	• Measure has been replaced in the 2003/04 – 2005/06 Service Plan since it simply reflects budget reductions covered in the resource tables and is not a good measure of efficiency improvements as was intended.

Accomplishments

- Held a Land Information BC workshop with 13 client groups. Service level agreement negotiations were started with four clients (Ministry of Forests, Treaty Negotiation Office, Resource Management Division, Ministry of Water, Land and Air Protection).
- Developed and implemented a highly efficient planning and cost-sharing analysis tool for treaty negotiations along with a data sharing policy. Information tools were also developed for two First Nations.

Objective 2: Simple, fast access to resource, registry and land title information

The target under this objective has been met. Although the objective is still primarily focused on providing fast, easy access to land and resource data, the ministry has changed strategies to be more client-focused within and outside government. Instead of being concerned with the mechanics of information access, it has shifted to providing a more value-added products.

Planned Strategies

- Establish common standards for data management, warehousing and distribution.
- Deliver a corporate land and resource information data warehouse.
- Establish single Web portal for clients to access "seamless" data and information, submit requests and pay fees electronically.
- Register archaeological sites with the Land Title Office.

Performance Measures	Targets	Actual	Explanation of Variance
• Number of integrated provincial data sets available through the Land and Resource Data warehouse	• 15 integrated provincial data sets by end of 2002/03	**On target** • 16 integrated provincial data sets as of March 31, 2003	

Accomplishments

- Completed the detailed design for Electronic Filing System at Land Title Branch and commenced system development.
- Completed the design of land and resource information data warehouse along with an access strategy, and migrated 35% of existing data destined for the warehouse.
- A prototype access tool has been developed to provide clients with easy and consistent access to natural resource-related information (http://srmwww.gov.bc.ca/g/datalinks.html).

Objective 3: Alternative service-delivery methods, including public/private partnerships

As planned, the ministry has refined the target under this objective taking into account constraints discussed under Ministry Operating Context.

Planned Strategies

- Establish frameworks to ensure that partnership agreements will be in the public interest, and that their performance is effectively managed and accountable.
- Establish partnerships for inventory collection.

Performance Measures	Targets	Actual	Explanation of Variance
• Value of new partnerships (revenues, recoveries and cost reductions)	• $40 million by end of 2004/05 (subject to refinement in 2002/03)	**On target** • $6 million in cost recovery, reduction or avoidance	• Target for 2004/05 has been refined down to $10 million in latest service plan. It is taking longer than originally anticipated to complete partnerships as a result of economic conditions and longer time frames to develop required government policies, procedures and staff skills.

Accomplishments

- Created an overall framework for the development of partnerships and are pursuing a range of opportunities.
- Developed a business plan for a major partnership with the forest industry.
- Helped establish the CoinPacific partnership to develop a coastal ocean information network. A pilot project is being set up to deliver the information network's infrastructure.
- On behalf of nine provincial and five federal partners, the ministry's Base Mapping and Geomatics Services branch is delivering the Canada-wide Differential Global Positioning System Correction Service as a national service. It will be operational in June 2003.
- Less than halfway through its work schedule, the Integrated Cadastral Information Society (ICIS) has compiled maps of just over 50% of private land parcels. ICIS was established in 2001 as a partnership of the ministry, six utility companies and BC local governments to collectively reduce mapping costs and create new value through an integrated property map product that combines provincial Crown land and private parcels.

Goal 3 Resources

Operating expenditures were $71.3 million, 58% of the ministry total.

Goal 4: Streamlined Land and Water Management[10]

Land and Water British Columbia Inc. (LWBC), the provincial agency with responsibility for land and water allocation and management, is increasing access to Crown land and water resources through a major overhaul of its client service processes. Improved access to these resources will support the reconstruction of the provincial heartland of rural and coastal British Columbia by creating new economic opportunities for businesses and jobs for people.

Objective 1: Balanced and timely decisions for land and water allocation and management

LWBC has had considerable success in providing enhanced access to Crown land and water resources through strategies that have integrated and streamlined land and water application processes, shortened application cycle times, and targeted the reduction and elimination of backlog water and land applications. Economic development and job creation have occurred while building balanced views, responsibilities and partnerships that contribute to a sustainable future.

Planned Strategies

- Integrate water and Crown land allocation functions.
- Reduce backlog of water licence applications that are more than one year old.
- Eliminate backlogs and delays in Crown land applications.
- Develop application review process for independent power producers.

Performance Measures	Targets	Actual	Explanation of Variance
• Per cent reduction of backlog in water licence applications	• Reductions relative to 2001/02: 90% by end of 2002/03; 95% by end of 2003/04; 100% by end of 2004/05	**Achieved** • 93% reduction	

Accomplishments

Through integration of land and water administration, LWBC:

- Exceeded targets for eliminating the current backlog of water applications.
- Implemented a plan to eliminate the water licence amendment backlog.

[10] Accountabilities for this Goal 4 have been clarified since publication of the 2002/03 Service Plan. The ministry has responsibility for strategic policy concerning land and water management under Goal 1 and for water management plans under Goal 2. From 2003/04 LWBC has both budget and operational accountability to the Minister for land and water management. However during 2002/03 the budget for water management was allocated to the ministry, which sub-contracted delivery to LWBC. The ministry is therefore bound to report on LWBC's 2002/03 performance with respect to water management. Further details are given in LWBC's Annual Service Plan Report.

- Streamlined and integrated land tenure and water licence applications.
- Made priority business opportunities available for Independent Power Production.
- Supported the province's bid to host the 2010 Winter Olympics by identifying and protecting Crown land and water required for site development.
- Improved water application and licence amendment cycle times.

Objective 2: Sustainable, safe operation of dams

LWBC has substantially achieved the target under this objective. The agency has focused on the review of hydro-electric water licences as part of water-use plans to balance the inter-related issues of fish stock, aquatic environments, flood protection, recreation, water use and hydro-electric power generation. It has placed a high priority on the regulation of water storage dam construction and operation to prevent dam failure and mis-operation.

Planned Strategies

- Clarify licence rights and approve water-use plans for major hydroelectric facilities[11].
- Develop and implement dam safety compliance policy.

Performance Measures	Targets	Actual	Explanation of Variance
Original • Percentage of high-risk dams meeting dam safety requirements	**Original** • 100% each year		The performance measure and target were amended to better reflect the definition in the *BC Dam Safety Regulations* of high and very high consequence dams and an audit carried out of such dams.
Amended • Percentage of very high and high- consequence dams meeting new dam safety requirements	**Amended** • Very high — 100% • High — 50%	**Achieved** • Very high — 100% • High — 51%	British Columbia bases the auditing procedures for its dam safety requirements on the consequence of failure of the structure. The safety regulations are set to ensure that there is a minimal likelihood of dam failure no matter what the consequences.

Accomplishments

- Developed a compliance strategy for all dams.
- Completed an audit program for "very high" and "high" consequence dams with the compliance results noted above. Any identified deficiencies are being addressed.

[11] Development and approval of water-use plans are reported under Goal 2.

Note: *Both strategies in Objective 2 are considered the responsibility of LWBC. All related water-use planning work done by Resource Management Division is reported in Goal 2, Objective 1.*

Objective 3: Efficient regulation of the capacity and pricing of rural, private water facilities.

In achieving the target under this objective, LWBC has worked with local governments, stakeholders and the public to define and implement a more effective, transparent process for regulating privately owned water utilities to provide better service to their members.

Planned Strategies

- Review with regional and local governments the provincial role in regulation of the engineering, capacity and pricing of private water utilities.

Performance Measures	Targets	Actual	Explanation of Variance
• Recommendations of review approved and implementation begun	• Implementation begun by end of 2002/03	**Achieved** • Implementation initiated prior to March 31, 2003	

Accomplishments

- Developed and obtained approval for a strategy for devolution of water utility regulation, and began implementation.

Goal 4 Resources

Operating expenditures were $14.4 million, 12% of the ministry total.

Goal 5: Organizational excellence

The ministry strives to encourage efficiency, innovation, responsiveness, accountability and clear communication in delivering services for the public. This contributes to the quality of all ministry outcomes.

Objective 1: Effective and efficient delivery of the ministry's mission

Good progress has been made in continuing the creation of the ministry's structures and management processes, and most targets have been achieved under this objective.

Planned Strategies

- Develop and implement a comprehensive performance management system.
- Develop and implement strategic/operational budget systems.
- Provide corporate services under a shared services model for Ministry of Sustainable Resource Management, Ministry of Water, Land and Air Protection, Land and Water British Columbia Inc., Agricultural Land Commission and Environmental Assessment Office.

Performance Measures	Targets	Actual	Explanation of Variance
• Percentage of staff with performance agreements in place between staff and supervisors	• 100% of management staff by end of 2002/03; 100% of all staff by end of 2003/04	**Below target** • 84% of management staff with Employee Performance Development Plans (EPDPs) in place	• Staff experience with EPDPs very limited. • EPDP goals driven by business goals, some of which were changed during the year.
• Corporate Services Division client satisfaction rating	• Baseline and targets for 2003/04 and 2004/05 established by end of 2002/03	**Achieved** • Satisfaction survey completed and baselines established for each survey question. Information used in the crafting of new service level agreement	• Performance measure amended in 2003/04 – 2005/06 Service Plan.

Accomplishments

- Completed a number of performance management initiatives, including: development of performance measures, the 2001/02 Annual Service Plan Report, the 2003/04 – 2005/06 Service Plan, a ministry corporate calendar, a vote structure to support transparent reporting of performance linked to budget/spending in line with BC Reporting Principles, quarterly reporting of service plan performance to the Executive, and a low-cost performance tracking system in collaboration with Common Information Technology Services and a consortia of five ministries.
- Successfully implemented a shared service model for corporate services delivery with six client partners, the first in government to do so, with negotiated service level agreements, a partnership board and a ministry client satisfaction survey to identify and test service levels.

Objective 2: Effective workforce

The ministry was unable to achieve the target under this objective as workforce adjustment resulted in delayed implementation of critical succession planning. The ministry's workforce continues to be effective and goal oriented.

Planned Strategies

- Adjust workforce fairly over three years.
- Recruit and retain staff with critical skills and knowledge.
- Ensure staff wellness and training.

Performance Measures	Targets	Actual	Explanation of Variance
• Percentage of critical positions for which succession plans are in place	• Critical positions identified by end of 2002/03; succession plans for 80% by end of 2003/04; 100% by end of 2004/05	**Below target** • 0% of critical positions identified • Timing of strategy concerning critical positions changed	**Reduced priority** • Succession planning strategy rolled forward into next service plan cycle.

Accomplishments

- Developed major strategies focused on the people and culture of the newly created Information BC to ensure its success.
- Restructured the Corporate Land and Resource Governance division to meet new ministry responsibilities concerning property assessment and contaminated sites.

Objective 3: Effective communication to the public, stakeholders, partners, clients and staff

The ministry has achieved the target under this objective by increasing the number of Internet and intranet Web site visitors as well as the amount of internet information requested. Delivery of external ministry communications was transferred to the Public Affairs Bureau during the year.

Planned Strategies

- Improve content and increase use of Internet and intranet Web sites.
- Develop campaign for public education and awareness of sustainable development of BC's land and resources.

Performance Measures	Targets	Actual	Explanation of Variance

• Number of ministry Internet and intranet Web site visits per year	• 10% increase annually	**On target**
		• **Internet:** (Aug. to March)
		  • Distinct users — 108% increase
		  • Pages requested — 155% increase
		• **Intranet** (April to March)
		  • Distinct users — 33% increase
		  • Pages requested — 24% increase
			• Internet use data not available before August.

Accomplishments

- Improved staff awareness of ministry priorities and upcoming changes through more than 25 Executive Update DM/ADM messages posted on the Web site during the year.
- Launched new self-service Web-based human resource tool for ministry use: People Management on-line. Portions of the tool and format have been adopted by the British Columbia Public Service Agency for government-wide use.
- Launched new tools and processes to create effective communication with internal ministry clients, including a Web site, a quarterly newsletter, a tracking report and three focus groups held with clients to identify service delivery improvement.

Goal 5 Resources

Operating expenditures were $2.5 million, 2% of the ministry total.

Deregulation

The ministry is on track to meet its 2004/05 target of a 30% reduction in regulatory requirements. It achieved a 12.1% reduction, exceeding its 2002/03 target of 11.2%. This was attained through streamlining a number of acts, regulations and policy procedures. For example, simplifying BC Assessment Authority and LWBC procedures and policy manuals made the application process for clients more straightforward, contributing to a shortening of processing times.

Report on Resources

The ministry's performance and accomplishments were achieved with operating expenditures of $121.8 million, 4% below 2001/02 actual expenditures. Capital expenditures were 20% less than budgeted but still 25% higher than 2001/02 due to a special contingency approved by Treasury Board. Revenues were 2% ahead of budget, but down 5% compared with 2001/02. Staff utilization levels indicate actual full time equivalents were 20% less than budgeted.

Resource Summary by Goals

Goals	Core Businesses[1]	2002/03 Estimates	Other Authorizations	Total	Actual	Variance
Operating Expenses ($000)						
1. Sound Governance	Part of corporate services	2,069		2,069	1,960	109
2. Sustainable development of land and resources	Strategic Land-Use Planning	29,762	2,089	31,851	31,715	136
3. Effective delivery of integrated, science-based land, resource and geographic information	Integrated Land and Resource Information	70,340		70,340	71,303	(963)
4. Streamlined land and water management[2]	Sustainable Land and Water Management	9,223	4,881	14,104	14,356	(252)
5. Organizational excellence	Part of each core business area	3,445		3,445	2,475	970
Agricultural Land Commission[3]		2,931		2,931	2,931	—
Total		**117,770**	**6,970**	**124,740**	**124,740**	**—**
Full-time Equivalents (FTEs)						
1. Sound Governance	Part of corporate services	56		56	46	10
2. Sustainable development of land and resources	Strategic Land-Use Planning	356		356	313	43

[1] Goal 5, Organizational Excellence, is supported by all core businesses of the ministry.

[2] LWBC, the delivery agent for this goal, is now accountable for both budget and delivery of water management services under a new funding model.

[3] The Agricultural Land Commission, referenced in all tables in this section, was previously known as the Land Reserve Commission.

Report on Resources

The ministry's performance and accomplishments were achieved with operating expenditures of $121.8 million, 4% below 2001/02 actual expenditures. Capital expenditures were 20% less than budgeted but still 25% higher than 2001/02 due to a special contingency approved by Treasury Board. Revenues were 2% ahead of budget, but down 5% compared with 2001/02. Staff utilization levels indicate actual full time equivalents were 20% less than budgeted.

Resource Summary by Goals

Goals	Core Businesses[1]	2002/03 Estimates	Other Authorizations	Total	Actual	Variance
Operating Expenses ($000)						
1. Sound Governance	Part of corporate services	2,069		2,069	1,960	109
2. Sustainable development of land and resources	Strategic Land-Use Planning	29,762	2,089	31,851	31,715	136
3. Effective delivery of integrated, science-based land, resource and geographic information	Integrated Land and Resource Information	70,340		70,340	71,303	(963)
4. Streamlined land and water management[2]	Sustainable Land and Water Management	9,223	4,881	14,104	14,356	(252)
5. Organizational excellence	Part of each core business area	3,445		3,445	2,475	970
Agricultural Land Commission[3]		2,931		2,931	2,931	—
Total		**117,770**	**6,970**	**124,740**	**124,740**	**—**
Full-time Equivalents (FTEs)						
1. Sound Governance	Part of corporate services	56		56	46	10
2. Sustainable development of land and resources	Strategic Land-Use Planning	356		356	313	43

[1] Goal 5, Organizational Excellence, is supported by all core businesses of the ministry.

[2] LWBC, the delivery agent for this goal, is now accountable for both budget and delivery of water management services under a new funding model.

[3] The Agricultural Land Commission, referenced in all tables in this section, was previously known as the Land Reserve Commission.

Goals	Core Businesses	2002/03 Estimates	Other Authorizations	Total	Actual[1]	Variance
Full-time Equivalents (FTEs) — *Continued*						
3. Effective delivery of integrated, science-based land, resource and geographic information	Integrated Land and Resource Information	928		928	738	190
4. Streamlined land and water management[2]	Sustainable Land and Water Management	8		8	7	1
5. Organizational excellence	Part of each core business area	8		8	13	(5)
Agricultural Land Commission[3]		29		29	25	4
Total		**1,385**		**1,385**	**1,142**	**243**
Ministry Capital Expenditures (CRF) ($000)						
1. Sound Governance	Part of corporate services	184		184	33	151
2. Sustainable development of land and resources	Strategic Land-Use Planning	2,014		2,014	586	1,428
3. Effective delivery of integrated, science-based land, resource and geographic information	Integrated Land and Resource Information	6,289		6,289	4,109	2,180
4. Streamlined land and water management[2]	Land and Water Management	5,011		35,011	34,659	352
Pacific Marine Heritage Legacy Agreement		11,500	30,000	11,500	4,400	7,100
5. Organizational excellence	Part of each core business area	30		30	11	19
Agricultural Land Commission[3]		60		60	9	51
Total		**25,088**	**30,000**	**55,088**	**43,807**	**11,281**

[1] Goal 5, Organizational Excellence, is supported by all core businesses of the ministry.

[2] LWBC, the delivery agent for this goal, is now accountable for both budget and delivery of water management services under a new funding model.

[3] The Agricultural Land Commission, referenced in all tables in this section, was previously known as the Land Reserve Commission.

Goals	Core Businesses[1]	2002/03 Estimates	Other Authorizations	Total	Actual	Variance
Other Financing Transactions ($000)						
4. Streamlined land and water management[2]	Sustainable Land and Water Management					
Receipts		900		900	532	368
Disbursements		1,000		1,000	36	964
Total Net Cash Source (Requirements)		(100)		(100)	496	(596)

[1] Goal 5, Organizational Excellence, is supported by all core businesses of the ministry.
[2] LWBC, the delivery agent for this goal, is now accountable for both budget and delivery of water management services under a new funding model.

Budget figures above show the 2002/03 *Estimates* for the ministry allocated to the goals as presented in the 2002/03 Service Plan. Actual expenditures reflect both financial adjustments between goals after publication of the service plan as well as management decisions and unexpected events.

Financial Adjustments

A number of operational responsibilities were transferred between sub-votes. The most prominent was transfer of divisional executive support from Corporate Services to the applicable sub-vote. The ministry also received contingency funding of $6.97 million in operating and $30 million in capital, which is noted above under Other Authorizations and is described following the next table.

Operating Expenditure Variances

Actual expenditures are within 1% of budgeted expenditures for Goals 1, 2, 3 and 4 as a group. The individual variances were largely caused by the way corporate support budgets were allocated across goals. The budgets were allocated according to the expected distribution of staff, whereas the actual expenditures were allocated according to relative use. Goal 3 consumed more resources for overheads such as systems costs and amortization relative to the budget, whereas Goals 1, 2 and 4 consumed less. The Goal 1 variance was completely attributable to this difference in allocation of the corporate support budget and expenditures. The expenditures for Goal 5, Organizational Excellence, were considerably less than budgeted, principally because of a shortfall on training. This will be corrected in 2003/04 through implementation of training plans as part of Employee Personal Development Plans.

Capital Expenditure Variances

The ministry spent only 80% of its capital budget because its projected operating budget in future years is insufficient to cover the amortization costs that would have resulted from full expenditure of these funds.

Adjustments to Strategies and Targets Within the Available Budget

In response to uncontrollable delays and consequent budget overruns on some projects as well as shifts in government priorities described in the Ministry Operating Context and Strategic Shifts sections, the ministry adjusted its priorities on strategies and projects to remain within its overall budget. In view of the shrinking budget in 2003/04 and 2004/05, the ministry also sought successfully to produce a small surplus which could be used to reduce its expenditures in those years through pre-payment of future commitments to the Muskwa-Kechika Advisory Board (see comments following the next table).

2002/03 Resource Summary Mirroring the *Estimates* Vote Structure

Vote/sub-vote (equals Core Businesses)	Goals	2002/03 Estimates	Other Authorizations	Total	Actual	Variance
Operating Expenses ($000)						
Minister's Office	All	526		526	401	125
Corporate Services	All	17,669		17,669	24,588	(6,919)
Strategic Land-Use Planning	Goals 2, 5	26,385	2,089	28,474	26,127	2,347
Integrated Land and Resource Information	Goals 3, 5	61,130		61,130	56,459	4,671
Sustainable Land and Water Management	Goals 4, 5	8,915		8,915	9,139	(224)
Assessment Services	Goal 1	1		8,915	1	—
Agricultural Land Commission[1]	Own Service Plan	2,931		2,931	2,931	—
Crown Land Special Account	Goal 4	213	4,881	5,094	5,094	—
Total		**117,770**	**6,970**	**124,740**	**124,740**	—
Full-time Equivalents (FTEs)						
Minister's Office	All	6		6	4	2
Corporate Services	All	449		449	313	136
Strategic Land-Use Planning	Goals 2, 5	241		241	243	(2)
Integrated Land and Resource Information	Goals 3, 5	640		640	546	94
Sustainable Land and Water Management	Goals 4, 5	5		5	—	5
Assessment Services	Goal 1	15		15	11	4
Agricultural Land Commission[1]	Own Service Plan	29		29	25	4
Crown Land Special Account	Goal 4	—		—	—	—
Total		**1,385**		**1,385**	**1,142**	**243**

[1] The Agricultural Land Commission, referenced in all tables in this section, was previously known as the Land Reserve Commission.

2002/03 Resource Summary Mirroring the *Estimates* Vote Structure

Vote/sub-vote (equals Core Businesses)	Goals	2002/03 Estimates	Other Authorizations	Total	Actual	Variance
Operating Expenses ($000)						
Minister's Office	All	526		526	401	125
Corporate Services	All	17,669		17,669	24,588	(6,919)
Strategic Land-Use Planning	Goals 2, 5	26,385	2,089	28,474	26,127	2,347
Integrated Land and Resource Information	Goals 3, 5	61,130		61,130	56,459	4,671
Sustainable Land and Water Management	Goals 4, 5	8,915		8,915	9,139	(224)
Assessment Services	Goal 1	1		8,915	1	—
Agricultural Land Commission[1]	Own Service Plan	2,931		2,931	2,931	—
Crown Land Special Account	Goal 4	213	4,881	5,094	5,094	—
Total		**117,770**	**6,970**	**124,740**	**124,740**	—
Full-time Equivalents (FTEs)						
Minister's Office	All	6		6	4	2
Corporate Services	All	449		449	313	136
Strategic Land-Use Planning	Goals 2, 5	241		241	243	(2)
Integrated Land and Resource Information	Goals 3, 5	640		640	546	94
Sustainable Land and Water Management	Goals 4, 5	5		5	—	5
Assessment Services	Goal 1	15		15	11	4
Agricultural Land Commission[1]	Own Service Plan	29		29	25	4
Crown Land Special Account	Goal 4	—		—	—	—
Total		**1,385**		**1,385**	**1,142**	**243**

[1] The Agricultural Land Commission, referenced in all tables in this section, was previously known as the Land Reserve Commission.

Vote/sub-vote (equals Core Businesses)	Goals	2002/03 Estimates	Other Authorizations	Total	Actual	Variance
Ministry Capital Expenditures (CRF) ($000)						
Minister's Office	All	12		12	15	(3)
Corporate Services	All	2,137		2,137	72	2,065
Strategic Land-Use Planning	Goals 2, 5	1,687		1,687	565	1,122
Integrated Land and Resource Information	Goals 3, 5	4,592		4,592	4,054	538
Sustainable Land and Water Management	Goals 4, 5					
Assessment Services	Goal 1	100		100	33	67
Agricultural Land Commission[1]	Own Service Plan	60		60	9	51
Crown Land Special Account	Goal 4	16,500	30,000	46,500	39,059	7,441
Total		**25,088**	**30,000**	**55,088**	**43,807**	**11,281**
Other Financing Transactions ($000)						
Crown Land Special Account	Goal 4					
Receipts		900		900	532	368
Disbursements		1,000		1,000	36	964
Total Net Cash Source (Requirements)		(100)		(100)	496	(596)

[1] The Agricultural Land Commission, referenced in all tables in this section, was previously known as the Land Reserve Commission.

The budget figures above show the 2002/03 *Estimates* for the ministry. All comments made on the first table concerning financial adjustments, capital expenditures and adjustments to strategies apply equally to this table. Comments here are restricted to further details on major financial adjustments and sub-vote variances.

Financial Adjustments

At the close of the year Treasury Board provided contingency operating funding of $6.97 million for two items in response to business cases presented by the ministry.

- $2.089 million to supplement $0.911 million of surplus ministry funds, so that together $3 million could be provided to the Muskwa-Kechika Advisory Board to pre-pay the ministry's 2003/04 to 2005/06 commitments to the Board under Goal 2.
- $4.881 for tenure compensation commitments under the Crown Land Special Account.

Treasury Board also provided $30 million in contingency capital funding for forestry tenure compensation associated with the establishment of protected areas.

Operating Variances

Virtually all variances in the sub-votes are due to the handling of overheads. The Corporate Services sub-vote was technically overspent and the other major sub-votes were underspent because building occupancy, telecommunications and other overheads were budgeted to the other sub-votes but expensed through Corporate Services.

Appendix A -- Glossary of Distinct Ministry Terms and Acronyms Used

ALC: Agricultural Land Commission.

BISD: Business and Information Services Division.

BTAA: *Budget Transparency and Accountability Act* (as amended in August 2001).

Cadastre, Cadastral: The term "cadastre" and the adjective "cadastral" refer to a register, survey or map of lands as a basis for taxation. Cadastral data or information is essentially the information that enables the accurate depiction of a legal survey on a map. Together, all of this information is called cadastral fabric. The system that manages this information for the province is the Cadastral Data Management System (CDMS).

CIT: Coast Information Team.

CLRG: Corporate Land and Resource Governance division.

CSD: Corporate Services Division.

DMCNRE: Deputy Minister's Committee on Natural Resources and the Economy.

EAO: Environmental Assessment Office.

EFS: Electronic Filing System.

EPDP: Employee Performance Development Plan.

FTE: Full time equivalent.

GDP: Gross domestic product.

Integrated Cadastral Information Society (ICIS): A not-for-profit society at the centre of a unique partnership struck by the ministry, six utility companies and the local governments of BC to collectively reduce property mapping costs and create new value in an integrated property map product that combines provincial Crown land and private parcels.

LISD: Land Information Services Division.

LWBC: Land and Water British Columbia Inc.

LRDW: Land and Resource Data Warehouse.

LRMP: Land and Resource Management Plan.

MSRM: Ministry of Sustainable Resource Management.

MWLAP: Ministry of Water, Land and Air Protection.

Partnership Management Framework: A strategy and supporting policies, procedures and reporting requirements that ensures the ministry's pursuit of partnerships for cost recovery and cost reduction advance the public interest.

RISC: The Resource Information Standards Committee is responsible for establishing standards for natural and cultural resource inventories, including collection, storage, analysis, interpretation and reporting of inventory data.

RMD: Resource Management Division.

RRID: Resource Registries Information Division.

Sustainable Resource Management Planning (SRM Planning): The consolidated approach of the Ministry of Sustainable Resource Management to planning at the landscape level on provincial Crown lands. SRM Planning will allow the ministry to implement land-use plans, identify economic opportunities, design efficient, sustainable development and conserve environmental values.

TNO: Treaty Negotiation Office; part of the Ministry of Attorney General.

TOS: Tourism Opportunity Study.

Appendix B — Legislation Administered by the Ministry

Agricultural Land Commission Act

Assessment Act

Assessment Authority Act

Boundary Act

Commissioner on Resources and Environment Act

Environment and Land Use Act

Environmental Assessment Act

Financial Administration Act (regulations pertaining to the retention of fees by the BC Assets and Land Corporation (BCAL) and its services regulation. Note: BCAL is now Land and Water British Columbia Inc.)

Fish Protection Act (except section 12)

Forest Land Reserve Act

Forest Practices Code of British Columbia Act (sections 3 (1), (2), (3), and (4), except in relation to collection of public money, other than fines and administration of deposits and securities payable)

Greenbelt Act

Heritage Conservation Act (except sections 24–31, insofar as it relates to the portfolio of the minister)

Land Act

Land (Spouse Protection) Act

Land Survey Act

Land Surveyors Act

Land Title Act (sections 219 (3) (c), (11) (b) and (13); section 219, except subsections (3) (c), 11(b) and (13), insofar as it relates to the portfolio of the minister; remainder of the act, except section 82)

Land Title Inquiry Act

Land Transfer Form Act

Libby Dam Reservoir Act

Ministry of Environment Act (sections 4 (2) (d))

Ministry of Lands, Parks and Housing Act (sections 2 (3), 3 (3), 5 (a) and (d), 6, 7, 8 and 9)

Motor Vehicle (All Terrain) Act

Muskwa-Kechika Management Area Act

Railway Act (section 33)

University Endowment Land Act (sections 2 (1) (a) and (d) and 3 (b))

Water Act

Water Utility Act

This list is also available at http://www.legis.gov.bc.ca/procs/allacts/srm.htm

Appendix C — Regional Offices/Contacts

Enquiry BC

Victoria	(250) 387-6121
Vancouver	(604) 660-2421
Other areas	1-800-663-7867

Victoria

Ministry of Sustainable Resource Management
PO Box 9352, Stn Prov Govt
Victoria BC V8W 9M2
Location: 780 Blanshard Street, Victoria BC
Phone: (250) 387-1772
Fax: (250) 387-3291

Regions

Coast Region

2080A Labieux Road, Nanaimo BC V9T 6J9
Phone: (250) 751-3100
Fax: (250) 751-3103

Cariboo Region

400 - 640 Borland Avenue, Williams Lake BC V2G 4T1
Phone: (250) 398-4530
Fax: (250) 398-4214

Kootenay Region

401 - 333 Victoria Street, Nelson BC V1L 4K3
Phone: (250) 354-6333
Fax: (250) 354-6367

Omineca-Peace Region

3 - 1011 Fourth Avenue, Prince George BC V2L 3H9
Phone: (250) 565-6135
Fax: (250) 565-6629

Skeena Region

Bag 5000, Smithers BC V0J 2N0
Location: 3726 Alfred Avenue, Smithers BC V0J 2N0
Phone: (250) 847-7260
Fax: (250) 847-7728

Southern Interior Region

1259 Dalhousie Drive, Kamloops BC V2C 5Z5
Phone: (250) 371-6300
Fax: (250) 828-4000

Appendix D — Organizational Structure — March 2003

MINISTRY OF SUSTAINABLE RESOURCE MANAGEMENT